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GOVERNMENT STRATEGY FOR COOPERATION WITH CIVIL SOCIETY 2019–2023

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TABLE OF CONTENTS

6	List of Abbreviations
7	Executive Summary
8	Introduction
9	State of civil society and its needs
10	Methodology
11	Problem Background
13	Strategic Objectives
13	<i><u>Objective 1.</u> Increase civil society participation in policymaking</i>
14	<i><u>Objective 2.</u> Improvement of the regulatory and institutional framework for financing sustainability of programmes and projects of CSOs in public interest</i>
15	<i><u>Objective 3.</u> Develop practices and procedures of contracting of CSOs for the provision of public services</i>
15	<i><u>Objective 4.</u> Increase volunteering in programs of public interest</i>
16	Monitoring and Evaluation of Implementation of the Strategy
18	Operationalization of the monitoring and evaluation process
20	Financial Impact of the Implementation of the Strategy
22	Appendix 1 Action Plan
43	Appendix 2 List of Working Team (WG) Members
44	Appendix 3 Institutional Set-Up
45	Appendix 4 Defining Measurement Indicators
46	Appendix 5 Key terms

LIST OF ABBREVIATIONS

OPM	Office of the Prime Minister
OGG-OPM	Office of Good Governance – Office of the Prime Minister
CSO	Civil society organizations
DNGO	Department for CSOs
EC	European Commission
EU	European Union
KCSF	Kosovar Civil Society Foundation
KIPA	Kosovo Institute for Public Administration
KIS	Kosovo Initiative for Stability
M&E	Monitoring and evaluation
MALG	Minister of Administration and Local Government
MCYS	Minister of Culture, Youth and Sports
MEI	Ministry of European Integration
MLSW	Minister of Labour and Social Welfare
MF	Ministry of Finance
MPA	Ministry of Public Administration
NGO	Non-governmental organization
PBO	Public benefit organization
RCA	Root Cause Analysis
TA	Technical Assistance
TAK	Tax Administration of Kosovo
WG	Working group
WT	Working team

Executive Summary

Creating a more enabling legal, institutional and financial framework for the cooperation between government and civil society is one of the essential indicators of maturity of modern democracies. Empowered and active civil society may contribute to shaping better legislation, deliver better quality public services, ensure more effective monitoring of implementation of key policy reforms and enhancing the citizen's volunteering. The role of civil society in the European integration process has been generally acknowledged in a number of official European Union documents and the Government of the Republic of Kosovo, where the partnership between government and civil society has become its priority.

The first **Government Strategy for Cooperation with Civil Society** (2013-2017) was adopted in July 2013, as an important sign of the Government of Republic of Kosovo recognition of the civil society role in policy-making and good governance. This Strategy was designed to help improve the government's cooperation with civil society in the context of four strategic objectives as follows:

- Ensuring participation of civil society in drafting policies and legislation;
- Creating a system for civil society organizations (CSOs) in contracting public services;
- Setting the financial system and defining the criteria for supporting civil society with public funds; and
- Promoting an integrated approach for the development of volunteering in the country

The assessment of the implementation of the first Strategy for the period 2013-2017 led by the Office of Good Governance in the Office of the Prime Minister (OGG-OPM) with the support of the EU-Technical Assistance project, confirmed a significant progress achieved in the area of public consultations in the policy-making process as well as public funding of CSO programs and projects while less progress has been achieved in the areas of volunteer development and improving standards of public service delivery by CSOs. This assessment has also emphasized importance of these strategic objectives and has addressed challenges and lessons learned from this process. The assessment has also included the need for further strengthening the OGG/OPM with human and financial resources.

By adopting the Government Strategy for Cooperation with Civil Society 2019-2023, the Government of Republic of Kosovo shows its commitment to invest additional financial and human resources with the intent to establish functional mechanisms for structured cooperation between government and CSOs. This will help in shaping and implementing public policies and creating more favourable environment for the development of civil society in Kosovo. To achieve this goal, four strategic objectives have been set for the 2019-2021 implementation period:

1. Increase civil society participation in policy-making;
2. Increase accountability and transparency in public funding for CSOs;
3. Develop practices and procedures of contracting of CSOs for the provision of public service and
4. Increase volunteering in public benefit programs.

In addition to the State Budget funds, the implementation of these strategic objectives will benefit from the support of the EU Technical Assistance project, while it is also expected to mobilize additional funds through improved coordination of all donors in the area of civil society development, as well as CSOs whose mission is to develop civil society or specific areas addressed by relevant strategic objectives. The overall methodology for monitoring and reporting on the implementation of this Strategy has been adjusted by putting emphasis on defining more precise indicators for each of the strategic objectives and determining clear milestones set for each year of the Action plan.

Introduction

This Strategy defines strategic objectives and policies of the Government of Republic of Kosovo intends to achieve in the next medium-term period in order to improve the enabling environment for development of civil society and create pre-conditions for a more effective cooperation of government bodies and CSOs in key reform processes in the country. An active and empowered civil society is considered to be an essential component of modern, pluralist democracies. Therefore, the development of cooperation between the government and civil society in shaping and implementing public policies is fundamental in development of inclusive citizen-oriented governance and respect of diversity in all aspects of society.

The EC strategy for *'A credible enlargement perspective for and enhanced EU engagement with the Western Balkans'* from February 2018¹ emphasizes that an enabling legal, institutional and financial environment for civil society is crucial and that governments should ensure active participation of CSOs in reform and policy making processes, by establishing inclusive structured dialogue. The Guidelines for EU Support to Civil Society in Enlargement Countries, 2014-2020² adopted by the DG Enlargement of the European Commission stress the importance of setting clear objectives, results and indicators for monitoring the progress of governments in this field. These elements have become an important part of political criteria and is regularly reflected in annual reports on the progress of Kosovo in the EU integration process referring to the preamble to the SAA, point 4, civil society development and democratization are included as the first elements on which the parties (including the Republic of Kosovo) are committed to contributing to the political, economic and institutional stabilization of Kosovo and the region.

It is also worth mentioning the Regulation for better regulation 2.0, the Public administration reform process and the EU's Direct Budget Support to Public Administration Reform, processes that are directly related to this Strategy.

In order to respond to the growing need for a more strategic approach and clear road map towards achieving meaningful cooperation with civil society, the Government of Kosovo adopted in July 2013 the first Strategy and action plan for Government Cooperation with Civil Society 2013 – 2017. With the aim of ensuring effective monitoring of the implementation of the Strategy, the Government established a joint Council for implementing the strategy for cooperation between government and civil society, which was co-chaired by government and civil society representatives, with professional and administrative support from the Office of Good Governance in the Prime Minister's Office (OGG-OPM). Commencing from March 2016, the implementation of the Strategy was supported by the EU Technical Assistance project, "Support to the implementation of the Government Strategy for Cooperation with Civil Society 2013-2017".

In the final year of the Strategy implementation, on 12 July 2017, the OPM General Secretary approved the decision on setting up the Working team for the development of the new Strategy and Action Plan for Government-CSO cooperation 2019-2023. The Team is composed of representative of relevant government bodies and CSOs, meanwhile the group was expanded with other civil society representatives through the call and open selection process. For the purpose of ensuring solid analytical basis for the development of the new Strategy and action plan, the evaluation of the implementation of the Strategy for 2013-2017 period was conducted accordingly. The evaluation has analysed the root-causes of main problems

¹ The European Commission Communication „A credible enlargement perspective for and enhanced EU engagement with the Western Balkans“, COM (2018) 65 final, 6 February 2018.

² The European Commission, „DG Enlargement: Guidelines for EU support to civil society in enlargement countries 2014-2020,“ November 2013, p. 4.

identified within each strategic objective and a list of recommendations to be considered when drafting the new Strategy and Action Plan.

The objectives of the Strategy for period 2019-2023 are determined based on consultations with civil society, considering the results of conducted evaluation of former strategy, as well as wider priorities set in the relevant European Union documents. In doing so, complementarity and coherence was ensured with objectives and measures planned in other relevant government strategic documents, namely the Program of the Government of the Republic of Kosovo for 2017-2021, the National Development Strategy 2016-2021, Better Regulation Strategy 2017-2021 and Strategy for Improving Policy Planning and Coordination in Kosovo 2017-2021.

State of civil society and its needs

The first step in developing a framework for cooperation with civil society in Kosovo was the signing of the Memorandum of Understanding (MoU) between the Government and Civikos platform in 2007. In July 2013, the Government adopted its first Strategy for Cooperation with Civil Society for the period 2013-2017.

CSOs in the Republic of Kosovo operate and function as foundations or associations based on the Law on the Freedom of Association of NGOs (Law No. 04 / L-057) 2011³.

The civil society involvement in the policy and decision-making process is set through the Regulation on Minimum Standards for Public Consultation (No.05/2016) entered into force in January 2017. The Regulation obliges the Government to start the public consultation process at early stages of drafting laws or policies and defines minimum standards in terms of consultation process, including deadlines, forms, methods, monitoring, reporting, etc. The implementation of the set standards is enabled through the Online Platform for public consultation⁴, which is managed by Office for Good Governance/Office of the Prime minister. The government institutions should publish all documents that are subject to public consultation, while interested public can directly contribute on the relevant documents published. The on-line platform is the main consultation method for the documents drafted by the Government (432 documents since launching the platform in February 2017 until December 31, 2018) Office for Good Governance / Office of Prime Minister has drafted and published the first report on the public consultation process for 2017⁵.

The allocation of funds for CSOs from the state budget is defined by the Regulation on the criteria, standards and procedures for public funding of NGOs (MF-04/2017) adopted in June 2017, which has established a funding system public for merit-based CSOs, including clearly defined rules and transparency both at central and local level. In 2017, the Office of Good Governance / Office of the Prime Minister published the first report on the public financing of the Republic of Kosovo for the period 2015-2016 and the second Report in 2017⁶.

Regarding public service delivery by CSOs, it is worth mentioning that the existing legislation allows CSOs to provide services in various areas. CSOs are eligible to apply for service provision and the Law for Social and Family Services (02/L-17). CSOs are eligible to apply for licensing on specific social services, based on defined standards. The licenses are a prereq-

³ <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2764>

⁴ <http://konsultimet.rks-gov.net/>

⁵ Report of the Office of the Good Governance / Office of the Prime Minister on Public Consultations 2017

⁶ Report of the Office of Good Governance / Office of the Prime Minister on Public Financing of CSOs 2016-2017

uisite to apply for providing respective services, and this applies to other service providers as well, except state service providers. In Kosovo, few CSOs are engaged in different services which are paid by state funds and most of those engaged are in the field of social services. The component of volunteering is currently covered through the Law on Empowerment and Youth Participation (Law No.03 / L-145) and Administrative Instructions of the Ministry of Culture, Youth and Sports, which recently have been updated. This Law defines regulatory aspects only for young people aged 15 to 24 years. The importance of volunteering is also given through the establishment of a working team that is working to draft of the concept document on volunteering, which will promote and create a supportive environment for the development of volunteering.

Methodology

The Government Strategy for cooperation with Civil Society 2019-2023 has been prepared by the working team set up by the OPM, composed of government and civil society representatives, with the expert support of the OGG and the EU Technical Assistance project “Support to the Implementation of the Government Strategy for Cooperation with Civil Society”. The working team for drafting the current Strategy has been established by the Decision of the OPM General Secretary on 12 July 2017, prior to the end of the former Strategy (2013-2017). This team has been very proactive in supplementing and validating the assessment of the former Strategy, determining the priority areas and defining the mission/vision of the Strategy for 2019-2023. The team is led by Office of Good Governance / The Prime Minister’s Office and co-chaired by Civikos Platform, consisting of representatives from line ministries and Civil Society Organizations

The main tool of analysis for drafting the new Strategy has been the “root cause analysis. The root cause analysis has been used for identifying the problems, challenges and obstacles during the implementation of the former Strategy. It has essentially defined what the problems were with regards to the cooperation between the government and civil society and lessons learned for the current Strategy. The activities undertaken for this analysis included national workshops with the Working team and roundtables with civil society. Once all the data on problems and root causes have been obtained and analysed, the findings were discussed and validated through activities organized by the OGG.

The working team has worked professionally in setting the basis of the document and the objectives based on this analysis to further develop it until the finalization of the first draft, which was continued with the public consultation process.

The process of public consultation of the document along with all the obligations set forth by the Regulation on Minimum Standards for Public Consultations has been successfully developed with several consultative sessions across the regions. In order to insure as wide-as-possible input by CSOs and other stakeholders, consultation meetings were held in 5 regions – Mitrovica, Peja, Prishtina, Prizren and Gjilan⁷ in October and November 2018. In parallel, the draft Strategy and the Action Plan text were made available for consultation to all interested citizens on the On-line Platform for public consultations (konsultimet.rks-gov.net) starting from October 4 to November 9⁸(34 days). After the end of the public consultation process, the WT was gathered, analysed and discussed all contributions given and concluded the final draft, which was forwarded for approval to the Government.

⁷ In general, 54 representatives of CSOs, stakeholders and citizens participated in consultative meetings.

⁸ The initial consultation deadline lasted from 1 to 9 November to allow the on-line consultation process to accompany the regional consultations meetings and provide space for additional comments to be provided by the organizations and stakeholders.

Problem Background

The main problem that this strategic document aims to address specifically relate to issues or concerns, which have not been adequately addressed in the previous Strategy. Thus far, most of the progress with the earlier Strategy has been achieved in 2016 and 2017, reaching a progress rate of 73 percent⁹. as far as the implementation of activities is concerned, and if progress is to be measured on the basis of results and impact, the percentage would be smaller. The implementation of the Strategy (2013-2017) started to be delayed after it entered into force in 2013, where the planned activities during 2013-2014 were relocated for 2015. Due to the lack of financial and human resources, the Strategy has completed implementation at a slow pace but with the commitment of the Office of Good Governance / the Office of the Prime Minister and the support of a number of local organizations, international donors and the EU Technical Assistance Project that has managed to successfully implement most of the planned measures.

In the past four (4) years, the relations between civil society and government have improved to a certain extent. The Strategy (2013-2017) has been an instrumental policy tool in this aspect by setting the base of cooperation between the government and civil society, with the aim of holding the government to account for creating a favourable environment for the development of the civil society sector in the country!¹⁰ As a result, civil society has increasingly become more involved in policymaking. The approval of the Regulation Nr. 05/2016 on Minimum Standards for Public Consultation Process (April 2016) and launching of the Online Platform for Public Consultation (January 2017) are best example of such cooperation. However, for a more successful implementation additional efforts must be made as foreseen in this Strategy.

In March 2017, Office for Good Governance/Office of the prime minister in cooperation with the Ministry of Finance put together and published the Report on the Public Financial Support for NGOs from the Institutions of the Republic of Kosovo for Years 2015-2016. For many policy analysts and civil society activists this has been viewed as a major policy success since information on government funding of civil society has never been made public in the past. In addition, in June 2017, the MF has established a transparent and accountable system designed for funding CSOs by adopting the Regulation Nr. MF-04/2017 on the Criteria, Standards and Basic Procedures for Public Funding of NGOs. The Regulation MF-04/2017 has been well received amongst public institutions and CSOs, but for its application in practice greater efforts must be made with the existing Strategy as well as continuous capacity building for Institutions and CSOs.

While for the first objective of the strategy, *civil society involvement in policy-making* has been the most successful, exceeding 90 per-cent of progress level, the remaining policy areas fall short in terms of progress. *Creating a system of public funding for civil society* anticipated in the third objective has reached 70 percent of the progress level. As far as the strategic objective of establishing a system of contracting of public services to CSOs, the progress level has reached 50 percent, and for the strategic objective of *promoting an integrated approach to volunteering*, the progress level has reached 83 percent. However, It is worth pointing out that much remains to be done to establish and establish a “one-stop-shop for public service delivery” and to “develop volunteering”. However, this percentage is only quantitative measurements because if there were qualitative indicators, this percentage would be much smaller

The “root cause analysis” has helped identify the root causes for all the problems identified for

⁹ Evaluation of the Implementation of the Government Strategy for Cooperation with Civil Society (2013-2017). Office on Good Governance. February 2018, p. 2-3.

¹⁰ Office of Good Governance. Government Strategy for Cooperation with Civil Society. 2013, p. 2.

each priority area in the realm of government cooperation with civil society. In order to ensure that all problems and direct causes have been reported, the Assessment report has been closely consulted with all relevant stakeholders.

List of problems identified based on root causes:

1 Lack of adequate participation of CSOs in policy formulation and legislation	
▪	Lack of resources for coordination, monitoring, reporting, and support for the implementation of the Regulation on Minimum Standards for Public Consultation.
▪	Lack of proactive communication in line Ministries and the capacity of officials to plan, implement and report on minimum standards for public consultation.
▪	Lack of awareness of civil society organizations (CSOs) for participation in public consultations and policymaking in general.
▪	Lack of CSOs capacity to contribute to the public consultation process.
2 The direct and indirect funding of CSOs is not yet operational	
▪	Lack of capacities of Ministries and Municipalities on programming, implementation, monitoring & reporting of public funds for CSOs. Lack of development of individual and corporate philanthropy.
▪	The use of state property (local and national) by CSOs is not yet regulated, clarified and transparent.
▪	The economic activities of CSOs are limited.
▪	Lack of co-financing system for CSOs for EU funds.
3 Underdeveloped and non-transparent practices for contracting public services by CSOs	
▪	Lack of awareness of Ministries and Municipalities about the importance of the legal framework and models available for contracting CSOs regarding the provision of public services.
▪	Lack of needs assessment for the provision of public services by CSOs in different areas.
▪	Lack of national data on CSOs as public service providers in different fields.
▪	Lack of standards and procedures for the provision of public services by civil society organizations (CSOs).
4 Lack of volunteering in public benefit programs	
▪	Volunteer organizers face some administrative and legal obstacles in engaging and retaining volunteers.
▪	Lack of standards for and capacities of CSOs to recruit, engage and manage volunteers.
▪	Lack of public/citizens' awareness on the opportunities and values of volunteering.

The direct causes identified by the Root Cause Analysis have been more thoroughly addressed in the report “*The Evaluation of the Implementation of the Government Strategy for Cooperation with Civil Society (2013-2017)*.” However, we must bear in mind the lack of official and reliable statistics and statistics for the civil society sector.

Strategic Objectives

The strategic objectives are goals deemed most important to the current and future cooperation between the Government and civil society. The following strategic objectives have been prioritized by the working team:

1. Increase civil society participation in policy-making;
2. Improvement of the regulatory and institutional framework for financing sustainability of programmes and projects of CSOs in public interest;
3. Develop practices and procedures of contracting of CSOs for the provision of public services; and
4. Increase volunteering in public benefit program

These objectives are complementary to priority objectives set in the Guidelines for EU support to Civil Society in Enlargement Countries, 2014-2020. They are all addressing very complex and interrelated policy reforms which can jointly contribute to creating more favourable environment for civil society in Kosovo.

Objective 1. Increase civil society participation in policymaking

The Government has made progress in developing standards and practices for increasing the participation of civil society in drafting policies and legislation. The Regulation on Minimal Standards for Public Consultation Process (No. 05/2016) has been adopted in April 2016. In addition, the Central Online Platform for Public Consultation has been designed and launched in February 2017, in which civil society stakeholders and the public at large are eligible to register, if interested in giving their contribution in drafting of different policies or legislation¹¹. The same year, a training program¹² has been prepared and delivered to help civil servants apply the Regulation and Online Platform. The Office for Good Governance and the Kosovo Civil Society Foundation (KCSF) have signed a Memorandum of Understanding on Cooperation in the organization of training on minimum Standards of Public Consultations on which about 100 civil society representatives were trained for these standards.

During the first year of implementation, more than two hundred public consultations have been launched via Online Platform. However, there is still work to encourage the public to be part of policy-making. To achieve greater impact in practice, increased capacity building efforts should be made among public institutions and civil society as well as improve participation in consultation with further methods beyond on-line consultations, such as participation to working groups, public meetings, workshops etc. Moreover, consultation processes (on- and off-line) at local level where decisions directly affect daily life of citizens need to be improved through information and capacity-building on standards set in the Regulation.

General Objective		Specific Objective	
1	Increase civil society participation in policy-making	1.1	Improving the capacities of State bodies and municipalities for involving CSOs in policy-making
		1.2	Increase the awareness of citizens and civil society on public consultations
		1.3	Enhance the capacities of CSOs to contribute to the public consultation process

¹¹ Konsultimet.rks-gov.net

¹² The training program was implemented by the OGG-OPM and the EU TA project

Objective 2. Improvement of the regulatory and institutional framework for financing sustainability of programmes and projects of CSOs in public interest

The government of Republic of Kosovo has established the practices, standards and criteria for disbursement of public funds to civil society. In March 2016, OGG-OPM, in cooperation with the MF, prepared and published for the first time the Report on the Public Financial Support for NGOs from the Institutions of the Republic of Kosovo for Years 2015-2016. Based on the data obtained from the Ministry of Finances, it turns out that the public financial support given to NGOs by public institutions, both central and local during 2015-2016 was 27,859,305.00 Euro. This amount given includes the financial support given to CSO as well as the sport clubs and federations and other entities registered as NGOs, too. In the absence of clear regulatory framework, considerable amounts of financial support for NGOs were distributed through decisions and direct contracting without unified procedures. In June 2017, the Ministry of Finance has adopted the Regulation, which sets the *criteria, standards and basic procedures* for public funding of NGOs, with the aim of “establishing a transparent and accountable system”¹³ of funding projects and programs of NGOs. However, increased capacity-building efforts must be made among public institutions and civil society for the application of the Regulation.

As far as *indirect funding mechanisms and practices*, not much progress has been made. The Government has not established a legal framework for the development of individual and corporate philanthropy nor for regulating economic activities of CSOs. This will require establishing a comprehensive legal framework that would create a more favourable environment for CSOs, which are engaged in philanthropy (incl. also endowment building, harmonization of public benefit status in relevant legislation) and economic activities. In addition, the allocation of state property for the use by CSOs has not been as transparent and regulated in the past. The Government must take strategic actions to identify and reveal all the information on state property (local and national) being used and/or to be used by CSOs, which ultimately would require a policy rule or regulation to be adopted. Finally, the Government must establish a system for co-financing of EU funded projects of CSOs, which in the past has been inexistent.

General Objective		Specific Objective	
2	Improving the institutional and legal framework for funding in the sustainable development of CSO programs and projects of public interest	2.1	Strengthen the capacities of Ministries and Municipalities for implementing standards of public financing of CSOs
		2.2	Improve the legal and institutional framework for the development of individual and corporate philanthropy
		2.3	Regulate the allocation of public owned property for the use by CSOs
		2.4	Establish a co-financing system for EU funded projects to CSOs

¹³ MF. Regulation 04/2017 on Criteria, Standards and Procedures on Public Funding of NGOs. Article 1. June 13, 2017, p. 2.

Objective 3. Develop practices and procedures of contracting of CSOs for the provision of public services

The Government has not yet been able to develop best practices and procedures for contracting of CSOs for the provision of public services. The Assessment of challenges and opportunities of contracting CSOs to deliver public services in Kosovo prepared in 2017¹⁴ identified, among others, the need for developing the national database of public/social service providers which should facilitate the establishment of a comprehensive national referral mechanism that provides the necessary data for adequate planning of need-based services in each municipality and the standards for contracting of CSOs. Besides, the necessity of strengthening quality assurance mechanisms for contracted services, as well as improving the monitoring and evaluation capacities of ministries and municipalities has also been emphasized.

The Government should develop and adopt standards and procedures for the provision of public services by CSOs, including covering of licensing. In the meantime, it requires to increase the awareness among institutions about the importance of the legal framework and models that are available to contract CSOs in providing services.

General Objective		Specific Objective	
3	Develop transparent practices and procedures for contracting CSOs for the provision of public services	3.1	Improve the overall legal and institutional framework for regulating economic activities of CSOs
		3.2	Enhance the awareness of institutions about the available opportunities (models) for contracting CSOs
		3.3	Ensure the systematic collection and availability of data on CSOs as service providers for Ministries and Municipalities
		3.4	Improve the legislation that regulate standards and procedures for the provision of public services by CSOs

Objective 4. Increase volunteering in programs of public interest

In order to provide solid analytical basis for formulating measures for supporting volunteering development, a study on volunteerism in Kosovo have been conducted. Several activities in a form of workshops and focus groups have been organized which have helped shape these studies.

The main findings indicate that administrative and legal barriers should be removed following which a policy should be adopted for the purpose of setting the standards and procedures of engaging and retaining volunteers. Accordingly, depending on the policy developments, there must be a system of monitoring and reporting for developing of volunteering in the country. In this context, the Prime Minister has taken a decision and a working team has been established for drafting of the concept document for volunteering.

¹⁴ The Assessment of challenges and opportunities of contracting CSOs to deliver public services in Kosovo, Office on Good Governance, p.35.

General Objective		Specific Objective	
4	Encourage and promote volunteering in public benefit programs	4.1	Establish a comprehensive legal and institutional framework for supporting the development of volunteering
		4.2	Develop capacities of CSOs to recruit, engage and manage volunteers
		4.3	Increase citizen awareness on the opportunities and values of volunteering

Monitoring and Evaluation of Implementation of the Strategy

The main mechanism that will coordinate the process of the implementation of the Government Strategy for Cooperation with Civil Society is the Council for Cooperation Government - civil society.

The mandate of the Council would not just be limited to the implementation of the government strategy but it will cover all aspects of cooperation between government and civil society including:

- Monitor the implementation of the Government Strategy for Cooperation with Civil Society 2019-2023
- Provide opinions, advice and recommendation on draft legal acts, strategic and other documents affecting the work and development of CSOs, with the aim of creating more enabling environment for civil society in Kosovo
- Provide opinion on the annual reports on distribution of public funds for supporting sustainability of CSOs programs and projects.

The main institution for managing and coordinating the work monitoring of the Council will be the Office of Good Governance /Office of the Prime Minister, which will serve also as a Council secretariat. . Also, the monitoring of the implementation of the Strategy for Cooperation Government-Civil Society will be done by the Office of the Prime Minister / Office of Good Governance with the support of the Council for Cooperation Government - civil society¹⁵.

The Monitoring and Evaluation (M&E) will enable to maintain consistency and track of the set of results and indicators set by the European Commission (EC) in the DG Enlargement Guidelines for EU support to civil society in enlargement countries, 2014-2020.

The responsibility for the coordination of monitoring and reporting of the strategy and the action plan lies with the OGG-OPM but the involvement of all institutions responsible for their respective activities is crucial for both implementation and monitoring and reporting. The Council is responsible for providing advice on the quality of monitoring, evaluating and reporting on the Strategy based on qualitative indicators aiming to avoid eventual problems during the monitoring of the strategy. The Council – besides its M&E role – can also initiate and implement measures for a more successful application of the Strategy and policies in practice. The OGG's role as the Secretariat of the Council is to provide professional and administrative support to preparing Council sessions, to proactively assess the objectives and activities of the Strategy.

¹⁵ For more details, see **Appendix 3**.

The selection of Council members shall be in an open, transparent and accountable manner. The criteria for selection shall equally include representativeness (i.e. candidates who have broad support among civil society, encouraging nomination of women, members of non-majority communities and underrepresented groups) and expertise (i.e. candidates who have knowledge, track-record and are recognized in a given (thematic) field) of selected members coming both from public institutions and civil society ranks. Each member shall also fulfil minimum criteria including minimum years of work and experience in given field and sector (public or civil society) etc. The above guidelines of criteria shall be further developed together with rules and procedure for the selection process to unfold in form of a separate decision.

The Council is convened and operates on the basis of the adopted rules of procedure in conjunction with this strategy. To assist the work of the council there are designated working teams for each strategic objective. The purpose of the EP creation is that they help the Council to be more effective in exercising its role and to balance its work with the work of the Secretariat of the CWT are composed of representatives of relevant line ministries and elected representatives from CSOs in the Council. In addition, other external representatives (CSOs or experts) may be invited at the initiative of the Council if they are considered to bring added value to the M & E process. Each member nominated in the EC will take part in Council meetings and other activities to ensure the full commitment of all stakeholders.

In addition, Office for Good Governance –Office of the Prime Minister will be responsible for policy coordination and cooperation with civil society. With the aim of achieving the favourable environment for joint creation and management of the Government policy for civil society development. The Office for Good Governance –Office of the Prime Minister should report on the progress of the implementation of the Strategy and its Action Plan on annual basis. The annual progress report shall be completed by the end of the first quarter of the following year. The Monitoring and Reporting Matrix will be used to monitor and assess the progress of the implementation Strategy. This system will be comprised of “performance-based indicators” designed to measure outcomes and the level of impact the Strategy will have in practice. The logic how the indicators have been defined is illustrated in Appendix 4.

The Strategy will be accompanied with Action Plan 2019-2021, which will be updated on annual basis. Strategy will have a medium term and a final evaluation. Along with the report for 2019, the OGG/OPM will undertake a medium-term review process for the objectives and indicators. Medium term and final assessment of the Strategy will focus on the following dimensions: implementation of the Strategy and Action Plan as well as the relevance of potential interventions in order to achieve the intended results and objectives and updating baselines and targets where necessary based on available data made available for year 2019 as a starting point to measure progress of the Strategy. Moreover, since the data sources (or means of verification) for the outcome-based indicators in some cases are not envisaged through the outputs or individual activities of the Strategy, it is crucial that at latest after two years considers this and if necessary, proposes development of additional measures to provide collection of such data, e.g. consultation process monitoring at municipal level, public funding for CSOs at municipal level, rate and type of volunteering. This could also potentially allow to directly link and measure the extent of the Strategy/AP indicators fulfilment against the EU CS Guidelines Kosovo specific targets to the extent this are relevant to the Strategy/AP ones. The evaluation and review process of the Strategy will be linked also with the review and assessments of the PAR Reform (Sector Budget Support indicators, namely the indicator 2 - public consultations).

Operationalization of the monitoring and evaluation process

The Action Plan (AP) 2019-2021 for the implementation of the Government Strategy for Co-operation with Civil Society foresees the steps to be undertaken in relation to monitoring and reporting:

Step 1	Draft and adopt the 1st Report on the Implementation of the Strategy/AP 2019
Step 2	Review and adapt (if necessary) of the Action Plan 2019-2021
Step 3	Draft and approve the 2nd Report on the Implementation of the Strategy/AP 2020
Step 4	Review, adapt (if necessary) of the Action Plan 2019-2021 and draft and adopt the Action Plan 2021-2023
Step 5	Draft and approve the 3rd Report on the Implementation of the Strategy/AP 2021
Step 6	Conduct mid-term review/evaluation of the implementation of the Strategy/AP
Step 7	Review and adapt (if necessary) of the Action Plan 2021-2023
Step 8	Draft and approve the 4th Report on the Implementation of the Strategy/AP 2022
Step 9	Review and adapt (if necessary) of the Action Plan 2019-2021
Step 10	Draft and approve the 5th Report on the Implementation of the Strategy/AP 2023
Step 11	Conduct mid-term review/evaluation of the implementation of the Strategy/AP
Hapi 11	Rishikimifatmesëm / vlerësimi i zbatimit të Strategjisë / PV

Under the coordination of the Office of Good Governance / Office of the Prime Minister and with the support of the CWT, the monitoring reports will be prepared and submitted to the Council on annual basis. The Office of Good Governance / Office of the Prime Minister, who has the key coordination role and responsibility for the implementation of the Strategy/AP is responsible to provide or coordinate obtaining or access to data for the CWT to be able to perform its task. For this reason, the table below gives information for data sources (means of verification) for outcome (impact) level indicator, responsible ministry, frequency, timeline of publication/deadline, etc.

Table of data for achieved level of results and verification tools

Strategic objective /indicator	Responsible ministry/Gov unit/municipality	Data source (means of verification)	Frequency	Timeline of publication/deadline
Strategic objective 1: Increase civil society participation in policymaking				
1.1, Improve the capacity of institutions to implement minimum standards for public consultation	OGG-OPM (with support EU TA project) MLGA for local level	Annual Report on the implementation of the Regulation on min standard of public consultations	Annual	31st March of the following year

1.2. Increase awareness of citizens and civil society on public consultation	OGG-OPM (with support EU TA project) MLGA for local level	Increase the number of civil society organizations and citizens registered in the Online Platform	Annual	31st March of the following year
1.3 Improve the capacities of CSOs to contribute to the policy-making process	OGG-OPM KCSF	The number of trained CSOs in the policy making process for implementing the Regulation, the use of the Online Platform, EP involvement, other ways of consulting and no. of those who contribute to public consultations.	Annual	Annual report
Strategic objective 2: Improvement of the regulatory and institutional framework for financing sustainability of programmes and projects of CSOs in public interest				
Specific Objective 2.1 Strengthen the capacities of Ministries and Municipalities to implement standards for public funding to CSOs	MF OGG/OPM EU TA project	Annual Report on the number of civil servants trained to criteria, standards and procedures for public financing of CSOs,	Annual	Annual report
Specific Objective 2.2 Improve the legal and institutional framework for the development of individual and corporate philanthropy	MF EU TA project	Inclusive Legal Framework for Individual and Corporate Philanthropy Prepared / Concept document	N/A	Annual report
Specific Objective 2.3 Regulate the allocation of public property for the use by CSOs	MMPH MAP MAPL	Electronic Registrar (report/ access)	N/A	Annual report
Specific Objective 2.4 Establish a co-financing mechanism for EU-funded projects of CSOs	MIE, MF	Regulatory and institutional framework for co-financing of EU-supported CSO projects analysed and approved	N/A	Annual report
Strategic objective 3: Develop practices and procedures of contracting of CSOs for the provision of public services				

Specific Objective 3.1 Improve the overall legal and institutional framework for economic activities of NGOs	MF Kosovo Tax Administration EU TA Project	The consolidated legal framework (especially the Law on Corporate Income Tax)	N/A	Annual report
Specific Objective 3.2, 3.3 & 3.4 (social service provision)	OPM	Online database (Report/access) Referral mechanism report	N/A	Annual report
Specific Objective 4.1 Establish a comprehensive legal and institutional framework for supporting the development of volunteering				
Specific Objective 4.1, 4.2 & 4.3	OPM MCYS MLSW MF	Concept document for volunteering prepared	N/A	Annual report

Financial Impact of the Implementation of the Strategy

The Strategy has been updated with objectives and actions that are more realistic and achievable. For this Strategy, the Government has decided to allocate a budget for its implementation. This is particularly important to help the Office for Good Governance/Office of the Prime Minister, where besides the adopted budget for activities, it is also foreseen to recruit two new officials that will support the implementation of the strategy. The effectiveness of the implementation of the Strategy depend a lot on additional human resources capacities within OGG-OPM.

The budget for the implementation of the Strategy and the Action Plan is **253.500 EUR**.

Cost overview of the Strategy

Summary Cost of Strategy	Year 2019	Year 2020	Year 2021
Kosovo Budget Support	29,500	57,000	97,000
Potential donors support	30,000	20,000	20,000
Total	59,500	77,000	117,000

Cost overview of the Strategy (per Strategic and Specific Objectives)

Strategic & Specific Objectives objective	Costs estimation (in EUR)
Strategic objective 1: Increase civil society participation in policymaking	
Specific Objective 1.1 Improving the capacities of State bodies and municipalities for involving CSOs in policy making	69.000
Specific Objective 1.2 Increase the awareness of citizens and civil society on public consultations	10.500
Specific Objective 1.3 Enhance the capacities of CSOs to contribute to the public policy-making process	6.000
<i>Strategic objective 1 total</i>	85.500
Strategic objective 2: Improvement of the regulatory and institutional framework for financing sustainability of programmes and projects of CSOs in public interest	
Specific Objective 2.1 Strengthen the capacities of Ministries and Municipalities for standards of public financing of CSOs	30.000
Specific Objective 2.2 Improve the legal and institutional framework for the development of individual and corporate philanthropy	23.000
Specific Objective 2.3 Regulate the allocation of State-owned property for the use by CSOs	9.500
Specific Objective 2.4 Establish a co-financing mechanism for CSO Projects supported by the EU	6.500
<i>Strategic objective 2 total</i>	69.000
Strategic objective 3: Develop practices and procedures of contracting of CSOs for the provision of public services	
Specific Objective 3.1 Improve the overall legal and institutional framework for economic activities of CSOs	5.000
Specific Objective 3.2 Enhance the awareness of institutions about the available opportunities (models) for contracting CSOs	18000
Specific Objective 3.3 Ensure the systematic collection and availability of data on CSOs as service providers	21.000
Specific Objective 3.4 Improve the legislation regulating standards and procedures for the provision of public services by CSOs	10.000
<i>Strategic objective 3 total</i>	54.000
Specific Objective 4.1 Establish a comprehensive legal and institutional framework for supporting the development of volunteering	
Specific Objective 4.1 Establish a comprehensive legal and institutional framework for supporting the development of volunteering	8.000
Specific Objective 4.2 Develop capacities of CSOs to recruit, engage and manage volunteers	25.000
Specific Objective 4.3 Increase citizen awareness on the opportunities and values of volunteering	12.000
<i>Strategic objective 4 total</i>	45.000
<i>Total</i>	253.500

ACTION PLAN

FOR IMPLEMENTATION
OF THE GOVERNMENT STRATEGY
FOR COOPERATION
WITH CIVIL SOCIETY 2019-2021

Appendix 1 Action Plan

No.	Strategic and specific objectives, indicators and actions	Baseline value	Interim target [year]	Final year target [year]	Outcome
1	Increase civil society participation in policymaking				
1	Indicator: Number of CSOs involved in the working teams for drafting new policies and early stages of legislation development	50 CSOs	100 CSOs	150 CSOs	Involvement of CSOs in the early stages of drafting legislation and policies improved.
2	Indicator: Number of CSOs contributing to open public consultations on draft policies	100 CSOs	200 CSOs	350 CSOs	Contributions of CSOs to policy making increased..
1.1	Specific Objective: Improving the capacities of State bodies and municipalities for involving CSOs in policy making				
1	TIndicator: Number of relevant staff of OPM, line ministries trained on implementing minimum standards for public consultations	50	100	150	Capacity of officials in public institutions to implement minimum standards for public consultation developed and improved.
2	Indicator: Level of compliance of government bodies with the Minimum Standards for consultation for all relevant government decisions 100% by 2020 (based on Government reporting for PAR direct budget support)	30%	70%	100%	Efficient implementation of minimum standards for public consultation at 100%.

No.	Action	Deadline	Budget		Source of funding	Lead and supporting institution	Output	Reference to documents
			2020	2021				
1.1.1	Provide info sessions on the Regulation on Minimum Standards for public consultations	2020	1000	1000	K o s o v o Budget, EU, SIDA	OGG/OPM MLGA/ KIPA	At least 3 info sessions for selected Ministries and Municipalities delivered	Regulation 05/2016 on minimum standards for public consultation. Government Work Regulation No.09 / 2011.
1.1.2	Establish rules and standards for public consultation at the local level	2019	2000	5000	K o s o v o Budget, EU	MLGA OGG/OPM KIPA	Standards and rules for public consoles approved and in place	Administrative Instruction on minimum standards of public consultation in municipalities
1.1.3	Provide with a Training Program for Governmental Institutions on CSO Inclusion Methods in Policy Making	2019/ 2020	6000	4000	K o s o v o Budget, BE	OGG/OPM MLGA/ KIPA	The training program for government institutions on methods to involve CSOs in policy making finalized and distributed	Strategy for Better Regulation 2.0
1.1.4	Upgrade and improve the use of the Online platform for public consultations	2019	5000	1500	K o s o v o Budget, BE	OGG/OPM MPA	Online platform upgraded Web tutorial developed and used by State bodies	Regulation 05/2016 on minimum standards for public consultation.

1.1.5	Deliver on-the-job training for selected Ministries on preparing reports on results of public consultations	2019		2500	500	2000	K o s o v o Budget, BE	OGG/OPM MAPL, KIPA	On-the-job training for 7 Ministries on preparing reports on results of public consultations delivered	R e g u l a t i o n 05/2016 on minimum standards for public consultation
1.1.6	Organize practical training sessions for the effective use of the Online Platform	2019/2020		3000	1000	1000	K o s o v o Budget, BE	OGG/OPM TA Project	5 Training sessions with Ministries and Municipalities	R e g u l a t i o n 05/2016 on minimum standards for public consultation
1.1.7	Organizing coordination meetings of Ministries and OPM Offices	2019		Administrative Cost	Administrative Cost	Administrative Cost		OGG/OPM MLGA	6 meetings organized	Strategy for Better Regulation 2.0
1.1.8	Publishing annual monitoring reports on compliance with minimum standards for public consultations at central and local levels	2020		1500	1500	1500	K o s o v o Budget, BE	OGG/OPM MLGA Line Ministries, Municipalities	Annual monitoring reports published on time and in accordance with the requirements of the Regulation	R e g u l a t i o n 05/2016 on minimum standards for public consultation
1.1.9	Publication of best consultation practices with central institutions and municipalities	2019		1000	1000	1000	K o s o v o Budget, BE	OGG/OPM MLGA Ministries, Municipalities	Best practices collected, published and promoted in central and local institutions.	R e g u l a t i o n 05/2016 on minimum standards for public consultation
1.1.10	Recruiting a new official to coordinate the public consultation process	2020		6000	6000	6000	K o s o v o Budget	MF MLGA OGG/OPM	Official recruited and working	
	Total budget for Specific Objective 1.1.			22,000	21,500	25,500				
				0	0	0				
				20,000	21,500	25,500				
1.2	Specific Objective: Increase the awareness of citizens and civil society on public consultations									

No.	Action	Deadline	Budget		Source of funding	Lead and supporting institution mbéshitetés	Output	Reference to documents
			2020	2021				
1	Indicator 1: Increase in number of civil society organizations registered in the Online Platform	151 NGOs	50%	100%	500 NGOs subscribed to the online platform			
2	Indicator 2: Increase the number of individual citizens to give comments on the Online Platform	1119 comments	50%	100%	5000 comments to the online platform			
1.2.1	Develop a public communication strategy on Online platform and standards of public consultations	2019	1000	0	K o s o v o Budget, BE	OGG/OPM TA Project	The communication strategy developed, published and fully operational	Concept document for government communication service with the public
1.2.2	Conduct an awareness raising campaign on standards of public consultations	2019/2020	0	1500	0	OGG/OPM TA Project	Guideline of using the online platform for public consultation by CSOs and citizens developed and used	Strategy for Better Regulation 2.0
		2019	2000	2000	2000	OGG/OPM MLGA TA Project	3 Videos on Online platform broadcasted on major TV and radio stations as well as through social networks	Strategy for Better Regulation 2.0
		2019 2020	1000	0	0	OGG/OPM	Design, print and distribute leaflets for the online platform	Strategy for Better Regulation 2.0

	Total budget for Specific Objective 1.2:		4,000	4,500	2,000					
	<i>Of which capital:</i>		0	0	0					
	<i>Of which recurrent:</i>		4,000	4,500	2,000					
1.3	Specific Objective: Enhance the capacities of CSOs to contribute to the public policy-making process									
1	Organize information sessions on increasing the capacity of CSOs to contribute to the process of public consultations	100 CSOs		200 CSOs	300 CSOs			Improved knowledge of CSOs on policy making cycle and enhanced skills for using Online platform and contribute to the public consultation process		
No.	Action	Deadline	2019	Budget 2020	2021	Source of funding	Lead and supporting institution	Output	Reference to documents	
1.3.1	Organize information sessions on increasing the capacity of CSOs to contribute to the process of public consultations	2020	2000	2000	2000	OGG/OPM Donors	OGG/OPM/ KIPA TA Project	Information sessions held for 3 groups of CSOs)		
	Total budget for Specific Objective 1.3:		2,000	2,000	2,000					
	<i>Of which capital:</i>		0	0	0					
	<i>Of which recurrent:</i>		2,000	2,000	2,000					
No.	Strategic and specific objectives, indicators and actions	Baseline value	Interim target [year]			Final year target [year]	Outcome			
2	Improvement of institutional framework for financing sustainability of programmes and projects of CSOs in public interest									
1	Indicator: Percentage of institutions conducting public calls for financing of CSOs in line with the Regulation on criteria, standards and procedures of public financing of CSOs	50%	75%	100%						Public calls in full compliance with the Regulation on Criteria, Standards and Procedures for Public Financing the CSOs.

Specific Objective: Strengthen the capacities of Ministries and Municipalities for implementing standards of public financing of CSOs										
2.1	1	Indicator: Number of civil servants trained on standards of public financing of CSOs	70 civil servants trained	150 civil servants trained		300 civil servants trained	Capacity of civil servants for implementing criteria, standards and procedures for public financing of CSOs States improved	Reference to documents	Output	Reference to documents
				2020	2021					
No.		Action	Deadline				Lead and supporting institution			
2.1.1		Conducting the training on implementing the Regulation and on assessment of proposals of CSOs' projects and programs programme for ministries and Municipalities	2019-2021	4000	4000	Kosovo Budget Donors	MF OGG/OPM, MLGA, TA Project	Training program developed and implementation of training sessions and workshops for the evaluation of projects / programs for civil society organizations at central and local level	The training program for civil servants on the Regulation for public funding of NGOs	
2.1.2		Providing on-the-job training and mentoring (incl. on supervisory role) to ministries and municipalities in preparing and implementing calls for public funding of CSOs' projects and programs	2019 2021	2000	1500	K o s o v o Budget, BE	MF OGG/OPM MLGA TA Project	On-the-job training and mentoring provided to at least 9 ministries and 15 municipalities	The training program for civil servants on the Regulation for public funding of NGOs	
2.1.3		Organizing coordination meetings of OPM's, ministries and municipalities on joint planning and reporting on public financing of CSOs	2019	A d - minis- trative cost	A d - minis- trative cost		OGG/OPM MF, MLGA TA Project	At least 5 coordination meetings organised	Regulation MF 04/2017 on criteria, standards and procedures for public financing of NGOs.	

2.1.4	Publishing annual reports on public financing of CSOs in Kosovo	2019 2020 2021	1000	1000	1000	1000	1000	Kosovo Budget, BE, Donors	OGG/OPM MF, MLGA, TA Project	Annual report published on time and in line with the requirements	Regulation MF 04/2017 on criteria, standards and procedures for public financing of NGOs.
2.1.5	Upgrading the central online database on public financing of CSOs in Kosovo ojqfinancime.rks-gov.net	2020			2500			Kosovo Budget, BE, Donors	MF, OGG/OPM MPA, TA Project	Central online database on public financing of CSOs developed and fully functioning	Regulation MF 04/2017 on criteria, standards and procedures for public financing of NGOs.
2.1.6	Reviewing the Manual for implementing the Regulation on Public Funding of CSOs	2020		1500				Kosovo Budget, BE, Donors	MF OGG/OPM, TA Project	Manual reviewed and updated based on the feedback from ministries and Municipalities.	Report on the Implementation of the Regulation MF 04/2017 on Criteria, Standards and Procedures for Public Financing the CSOs.
2.1.7	Increasing the supervisory role of the MF in implementing the Regulation	2019		Administrative cost	Administrative cost				MF ZKM TA Project	Circular letter sent by MF (Dep of Budget) on implementing Regulation to ministries and municipalities	Report on the Implementation of the Regulation MF 04/2017 on Criteria, Standards and Procedures for Public Financing the CSOs.

2.1.8	Establishing co-operation and communication between the BO and the CSO regarding the CSO financing cycle of public finances (planning, execution and audit).	2020		3000	3000	Kosovo Budget, Donors	MF, OGG/OPM Relevant Ministries Municipalities	Public consultation on the annual plan for public calls from the central and local level for financing CSOs implemented including planning, execution and monitoring.	Report on the Implementation of the Regulation MF 04/2017 on Criteria, Standards and Procedures for Public Financing the CSOs.
	Total budget for Specific Objective 2.1:		9,500	11,000	9,500				
	<i>Of which capital:</i>		0	0	0				
	<i>Of which recurrent:</i>		9,500	11,000	9,500				
2.2	Specific Objective: Improve the legal and institutional framework for the development of individual and corporate philanthropy								
1	Indicator: Necessary legal acts for regulating individual and corporate philanthropy amended or adopted	0		75%	100%			Comprehensive legal framework for individual and corporate philanthropy established	
2	Indicator: Number of trained tax officials on practices of administering tax benefits for philanthropy	0		20	40			Tax Officers trained according to international standards	
3	Indicator: % of increase of individual and corporate philanthropy on annual basis	0		10%	25%			Sources of funding of CSOs' programs more diversified	
No.	Action	Deadline	Budget		Source of funding	Lead and supporting institution	Output	Reference to documents	
			2020	2021					
2.2.1	Revise the legal framework of defining and regulating philanthropy (incl. endorsement, PBO fields harmonization)	2020	1000	2000	Donors	MF ZKM/ZL	Concept documents for establishing comprehensive legal framework for philanthropy in place		

2.2.2	Design and deliver a training program/system for tax officials on the local and international practices of administering tax benefits for individual and corporate philanthropy	2021		2000	2000	2000	Kosovo Budget, Donors	MF ATK	Training program designed and developed and training sessions delivered.	
2.2.3	Create and strengthen institutional mechanisms for the development of individual and corporate philanthropy	2019		1000	1000	1000	EU Kosovo Budget, Donors	ATK, FIQ, TA Project	Institutional responsibilities for monitoring and improving legal and policy framework for philanthropy defined Relevant staff from institutions responsible for policy for philanthropy trained	
2.2.4	Produce leaflets for business and citizens for possibilities for individual or corporate giving for civil society	2020		2000	2000	2000	Kosovo Budget Donorst	MF ZKM-ZQM TA Project	Leaflets designed and printed (1000 copies) Leaflets distributed to citizens and business	
	Total budget for Specific Objective 2.2:		1,000	7,000	3,000	3,000				
	<i>Of which capital:</i>		0	0	0	0				
	<i>Of which recurrent:</i>		1,000	13,000	9,000	9,000				
2.3	Specific Objective: Regulate the allocation of public property for the use by CSOs									
1	Indicator: State properties allocated for the use by CSOs according to transparent standards, criteria and procedures	0		drafted/adopted	Implemented				Transparent standards, criteria and procedures of allocation of public property for the use by CSOs have been fully implemented at the central and local level	

2	Indicator: Number of trained civil servants on the implementation of standards, criteria and procedures for the allocation of public property for the use by CSOs	0	20	30	Civil Servants trained to apply standards, criteria and procedures for the allocation of public property		
3	Indicator: Electronic Registrar of State properties allocated for the use by CSOs developed and functioning	0		Developed	The electronic register of central and local government property created and fully functional		
No.	Action	Deadline	Budget		Source of funding	Output	Reference to documents
			2019	2020	2021		
2.3.1	Establish transparent standards, procedures, criteria and institutional mechanisms for regulating the allocation of State property for the use by CSOs	2020		1500		Kosovo Budget	Standards and Procedures drafted and approved.
2.3.2	Design and deliver a training program/system for civil servants on the use of the standards and procedures for regulating the allocation of public property for CSOs	2021			3000	Kosovo Budget, Donors	Training on the implementation of standards and procedures for allocation of public property for CSOs designed and developed
2.2.3	Develop Electronic Registrar of State property allocated for the use by CSOs	2021		5000			Electronic Register prepared and functional
	Total budget for Specific Objective 2.2:		0	6,500	3,000		
	<i>Of which capital:</i>		0	0	0		
	<i>Of which recurrent:</i>		0	6,500	3,000		
2.4	Specific Objective: Establish a co-financing system for EU-funded projects of CSOs						

No.	Action	Deadline	Budget			Source of funding	Lead and supporting institution	Output	Reference to documents
			2019	2020	2021				
1	Indicator: Regulatory and institutional framework for co-financing EU funded projects of CSOs adopted	0	0	Initiated	Adopted	Act regulating standards and procedures of co-financing EU funded projects of CSOs adopted, along with clear institutional responsibilities for its implementation and State budget fund for co-financing EU funded projects of CSOs set up and managed by relevant institution in accordance with adopted procedures			
2	Indicator: Number of relevant staffs of responsible institution trained on implementation of standards and procedures of co-financing of EU funded projects of CSOs	0	0	Initiated	Developed	Relevant staff trained for the application of adopted standards and procedures System of co-financing of EU funded projects of CSOs fully functioning			
3	Indicator: Increase in number of EU funded projects of CSOs	0	0	50	100				
2.4.1	Setting a financing mechanism in MEI for the co-financing of EU-funded projects for CSOs	2020	Administrative cost	Administrative cost	Administrative cost	MIE ZKM	The funding mechanism is created and is functional		
2.4.2	Set the standards, procedures and institutional mechanisms of co-financing of EU funded projects of CSOs	2020	1500		K o s o v o Budget	MIE ZKM/ZQM	Analysis of good practices in co-financing of EU funded projects of CSOs prepared Standards and procedures adopted and responsible institution with adequate budget in place		

2.4.3	Design and deliver a training program/system for civil servants and CSOs on the use of the standards and procedures on co-financing of EU funded projects of CSOs	2021			2000	K o s o v o Budget	MIE ZKM	Training programme designed and delivered for relevant staff of responsible institutions	
2.4.4	Hold info sessions for CSOs on opportunities for co-financing of EU funded projects	2021			3000	K o s o v o Budget	MIE ZKM/ZQM	5 Info sessions held in main regional centres	
2.4.5	Recruitment of new official for coordinating the process of public funding the CSOs	2020		6000	6000	K o s o v o Budget	MF MAP ZQM/ZKM	New official recruited and working	
	Total budget for Specific Objective 2.2:			6,000	11,000				
	<i>Of which capital:</i>			0	0				
	<i>Of which recurrent:</i>			6,000	11,000				
No.	Strategic and specific objectives, indicators and actions	Baseline value	Interim target [year]	Final year target [year]	Outcome				
3	Strategic Objective: Develop practices & procedures for contracting of CSOs for the provision of public services								
1	Indicator: Number of CSOs contracted for the provision of public services through public calls/tenders	Number of contracted CSOs	10%	20%	Increased number of CSOs contracted for provision of public services through open public calls/tenders				
3.1	Specific Objective: Improve the overall legal and institutional framework for economic activities of CSOs								
1	Indicator: Legal standards and procedures for CSO economic activities clarified	0	Amended	Adopted	Law on Corporate Income defined for economic activities of registered CSOs (other than public benefit CSOs) Guidelines for tax administration on treatment of economic activities of CSOs developed				

No.	Action	Deadline	Budget			Source of funding	Lead and supporting institution	Output	Reference to documents
			2019	2020	2021				
2	Indicator: Number of trained relevant staff of Tax administration on the use of standards & procedures of regulating CSO economic activities	0	15	30	Relevant Tax Administration trained to apply standards and procedures for regulating CSO economic activities				
3	Indicator: Percentage of CSOs which have benefited from the tax exemptions and other fiscal benefits	0	25%	50%	Increased percentage of CSOs benefiting from tax exemptions (out of the overall number of CSOs receiving public funds)				
3.1.1	Consolidate the overall legal framework, including tax legislation, with regards to economic activities of CSOs	2020	500	Kosovo Budget, Donors	MF Line Ministries Tax administration	Draft policy analysis on provisions that must be addressed prepared Legal framework has been consolidated (esp. Law on Corporate Income Tax) Legal framework is in implementation			
3.1.2	Prepare Guidelines for implementing the consolidated legal framework with case studies	2021	1500	Kosovo Budget, Donors	MF Line Ministries Tax administration	Guidelines prepared			
3.1.3	Organize information sessions for civil servants, incl. tax officials, to inform them about the changed legal framework	2020	1000	Kosovo Budget,	MF Tax administration, MPA	3 info sessions held			
Total budget for Specific Objective III.1:			1,500	1,500	2,000				
<i>Of which capital:</i>			0	0	0				
<i>Of which recurrent:</i>			1,500	1,500	2,000				

3.2 Specific Objective: Enhance the awareness of institutions about the available opportunities (models) for contracting CSOs									
No.	Action	Deadline	Budget			Source of funding	Lead and supporting institution	Output	Reference to documents
			2019	2020	2021				
1	Indicator: Number of central institutions and municipalities completed a needs assessment to identify areas where CSOs can provide public services	3		10	14		Central and local institutions have sufficient capacity for areas that CSOs can provide public services.		
2	Indicator: Number of trained civil servants in the field of contracting CSOs regarding various models of the provision of public services	10		15	30		Civil servants have sufficient capacities for different models of public service delivery		
3	Indicator: Number of ministries or municipalities, which have contracted CSOs to provide public services	5		10	20		Ministries and Municipalities have contracted CSOs to provide public services		
3.2.1	Finalize the needs assessment for the provision of public services by CSOs in different areas or fields of work	2020	3000	2000	Kosovo Budget, TA Project	ZKM All Line Ministries, Municipalities	Needs assessment is formulated to set standards and procedures for public service delivery by CSOs		
3.2.2	Design and deliver a training program for civil servants to learn about the legal framework and models available for contracting CSOs with regards to provision of public services		2000	5000	3000	Kosovo Budget, TA Project	ZKM All Line Ministries, Municipalities	Training designed and delivered on the legal framework and models available for contracting CSOs 6 training sessions delivered for contracting CSOs	

3.2.3	Launch a public information campaign to inform CSOs about the opportunities of helping the government provide public services	2019 2020			1000	2000	Kosovo Budget, TA Project	ZKM All Line Ministries	The public information campaign prepared 8 public information sessions organized	
	Total budget for Specific Objective 3.2:		5,000	8,000	5,000					
	<i>Of which capital:</i>		0	0	0					
	<i>Of which recurrent:</i>		5,000	8,000	5,000					
3.3	Specific Objective: Ensure the systematic collection and availability of data on CSOs as service providers									
1	Indicator: % of dataset completed with the information on CSOs, which can provide public services	0	0	0	20 %	Data on CSOs that provide services complete and published				
No.	Action	Deadline	Budget			Source of funding	Lead and supporting institution	Output	Reference to documents	
3..3.1	Create a database with all necessary information on the CSOs that provide public services and potential CSOs that could become public service providers	2019 2020	5000	1000	15000	Kosovo Budget, Donors	ZKM, All Ministries	Design of database completed Database launched All CSOs have been registered as potential public services providers		
	Total budget for Specific Objective 3.3:		5,000	1,000	15,000					
	<i>Of which capital:</i>		0	0	0					
	<i>Of which recurrent:</i>		5,000	1,000	15,000					
3.4	Specific Objective: Improve the legislation regulating the standards and procedures for the provision of public services by CSOs									

No.	Action	Deadline	Budget			Necessary amendments of relevant laws clarified and prepared (based on legal analysis conducted)	Necessary amendments of relevant laws implemented	Lead and supporting institution	Output	Reference to documents
			2019	2020	2021					
1	Indicator: Legislation regulating standards and procedures for the provision of public services by CSOs amended		0			Necessary amendments of relevant laws implemented	Legislation regulating standards and procedures for the provision of public services by CSOs in force.			
2	Indicator: Relevant staff in ministries and municipalities use Online Manual with guidelines for contracting CSOs for public service delivery, based on amended legal framework		0	No clear guidelines for contracting CSOs for provision of public services	Manual with guidelines for contracting CSOs for public service delivery prepared and disseminated	Manual with guidelines for contracting CSOs for public service delivery used				
3.4.1	Create the standards, procedures and criteria for regulating the provision of public services by CSOs	2021	1000	4000		Donors	OPM All relevant ministries	Standards and Procedures drafted and approved.		
3.4.2.	Prepare Online Manual with guidelines for contracting CSOs for public service delivery, based on amended legal framework				5000	Donors	OPM All relevant ministries	Manual with guidelines for contracting CSOs for public service delivery prepared and disseminated, based on amended legal framework Manual published on web		
Total budget for Specific Objective 3.3:			1,000	4,000	5,000					
<i>Of which capital:</i>			0	0	0					
<i>Of which recurrent:</i>			1,000	4,000	5,000					

No.	Strategic and specific objectives, indicators and actions	Baseline value	Interim target [year]	Final year target [year]	Outcome
4.	Increase and promote volunteering in programs of public interest				
1	Indicator: Number of volunteers involved in CSOs	Number of volunteers increased in CSOs	5 % participation of volunteers increased in CSOs	10 % participation of volunteers increased in CSOs	CSOs programs of public interest more sustainable as a result of increased number of involved volunteers
4.1	Specific objective: Establish a comprehensive legal and institutional framework for supporting the development of volunteering				
1	Indicator: The comprehensive legal and institutional framework for supporting the development of volunteering adopted	Restrictive legal framework of regulating and promoting volunteering	Legal framework on Volunteering adopted ensuring integral approach to regulating volunteering and designating clear institutional responsibilities in this field	Legal and institutional framework for supporting the development of volunteering fully functioning	The legal framework for volunteering has been adopted to ensure an integrated approach to volunteering and a clear definition of institutional responsibilities in this area. Perception of CSOs that legislative framework is stimulative towards promotion of volunteering (30%)
No.	Action	Deadline	Budget		Reference to documents
		2019	2020	2021	Output
					Lead and supporting institution

4.1.1	Draft and adopt the draft concept document on volunteering	2020		2000	1000	0	<p>Kosovo Budget Donors</p> <p>OPM MF TA Project</p>	<p>Concept document for regulating and promoting volunteering prepared</p> <p>Recommendations of the concept document on Volunteering and other necessary measures adopted</p> <p>Recommendations of the concept document adopted ensuring solid implementation of the law</p>	<p>Decision on drafting the Concept document</p>
4.1.2	Implementation of recommendations from the Concept document	2021			5000		<p>Kosovo Budget Donors</p> <p>OPM MF</p>	<p>Recommendations of the Concept document for regulating and promoting volunteering prepared</p> <p>Recommendations of the Concept document on Volunteering and other necessary measures adopted</p> <p>Recommendations of the Concept document adopted ensuring solid implementation</p>	

No.	Action	Deadline	Budget			Source of funding	Lead and supporting institution	Output	Reference to documents
			2019	2020	2021				
	Total budget for Specific Objective IV.1:		2,000	1,000	5,000				
	<i>Of which capital:</i>		0	0	0				
	<i>Of which recurrent:</i>		2,000	1,000	5,000				
4.2 Specific Objective: Develop capacities of CSOs to recruit, engage and manage volunteers									
1	Indicator: Grant scheme developed for financing capacity building activities for CSOs on effective management of volunteers						Several CSOs act as volunteering resource centres for delivering training on effective management of volunteering		
2	Indicator: Developed Manual with guidelines for engaging and managing volunteers						Manual with guidelines for engaging volunteers prepared and disseminated, based on amended legal framework		
4.2.1	Launch a grant scheme for financing capacity building activities for CSOs on effective management of volunteers	2021			20.000	Donors K o s o v o Budget	ZKM MKRS, MPMS, MF	Grant scheme published and 4-5 CSOs contracted to deliver training programs on effective management of volunteers in their local communities Necessary laws amended; Official journal; web pages of OGG-OPM; reports on strategy implementation	

4.2.2	Prepare a Manual with guidelines for recruiting, and managing volunteers	2021	5.000 EUR				Donors,	OPM All relevant ministries	Manual with guidelines for engaging volunteers prepared and disseminated, based on amended legal framework Manual published on web page of OPM-OGG			
	Total budget for Specific Objective IV.2:		5,000	0	20,00							
	<i>Of which capital:</i>		0	0	0							
	<i>Of which recurrent:</i>		5,000	0	20,00							
Specific Objective: Increase citizen awareness on the opportunities and values of volunteering												
4.3.1	Indicator: % of citizens aware on the opportunities and values of volunteering	0		% of citizens confirming the positive attitude towards volunteering and involvement in volunteering activities	% of citizens confirming the positive attitude towards volunteering and involvement in volunteering activities		% of citizens confirming the positive attitude towards volunteering and involvement in volunteering activities					
No.	Action	Deadline	Budget			Source of funding	Lead and supporting institution	Output	Reference to documents			
			2019	2020	2021							

4.3.1	Conduct an awareness raising campaign on volunteering and its role in improving public wellbeing	2021			7000	K o s o v o Budget, BE	OGG/OPM TA Project, Line Ministries	Video spot on the importance of volunteering prepared and broadcasted. Leaflets on how volunteering can be organized prepared and disseminated.	
4.3.2	Upgrade the Online registry of youth volunteers registered			3000	2000	K o s o v o Budget, BE	OGG/OPM MKRS MPA, ZQM	Online registry upgraded and fully used	
	Total budget for Specific Objective IV.3:		0	3,000	9,000				
	<i>Of which capital:</i>		0	0	0				
	<i>Of which recurrent:</i>		0	3,000	9,000				
	Total budget for the Action Plan:		59,500	65,000	117,000				
	<i>Of which capital:</i>		0	0	0				
	<i>Of which recurrent:</i>		59,500	65,000	117,000				
	Grand total budget for the Action Plan:			253,500					

Appendix 2 List of Working Team (WT) Members

The list of Working Team (WT) Members for drafting of the *Government Strategy for Cooperation with Civil Society (2019-2023)* is presented in the table below. This list is taken from the decision adopted in July 2017 by the General Secretary of the Office of Prime Minister (OPM).

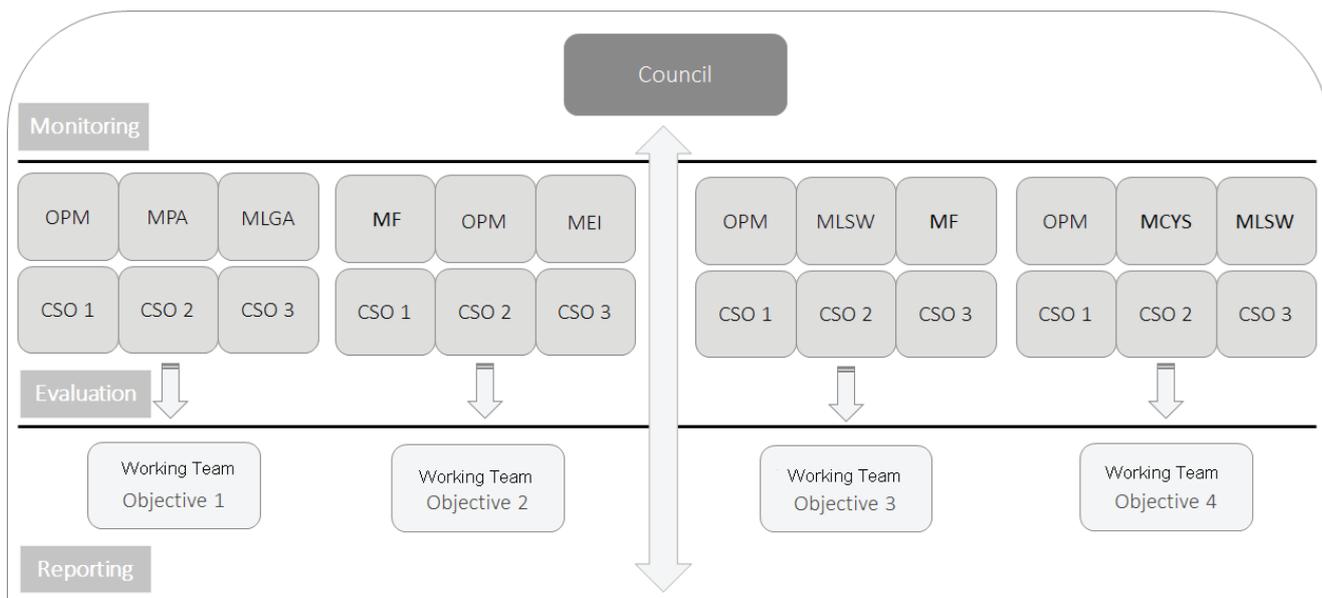
Name/Last Name	Institution/Organization	Title/Position
Habit Hajredini	Office of the Prime Minister (OPM)	Chairperson
Dardan Kryeziu	CiviKos Platform	Deputy Chairperson ¹⁷
Trëndelinë Dreshaj	Office of the Prime Minister (OPM)	Member
Mentor Borovci	Office of the Prime Minister (OPM)	Member
Arben Krasniqi	Office of the Prime Minister (OPM)	Member
Vedat Sogonjeva ¹⁸	Office of the Prime Minister (OPM)	Member
Shkelzen Ibrahimimi	Office of the Prime Minister (OPM)	Member
Ismet Cakiqi	Office of the Prime Minister (OPM)	Member
Rexhep Vasolli	Ministry of Finance (MF)	Member
Taulant Hoxha	Kosovar Civil Society Foundation (KCSF)	Member
Veton Mujaj	Syri i Vizionit (SiV)	Member
Florina Duli	Kosovar Initiative for Stability (KIS)	Member

¹⁷ The Deputy Chairperson, Mrs. Valdete Idrizi, has been replaced by Dardan Kryeziu, following her resignation from CiviKos Platform in October 2017.

¹⁸ Member, Mr. Qemal Marmullaku is replaced by Mr. Vedat Sogojeva

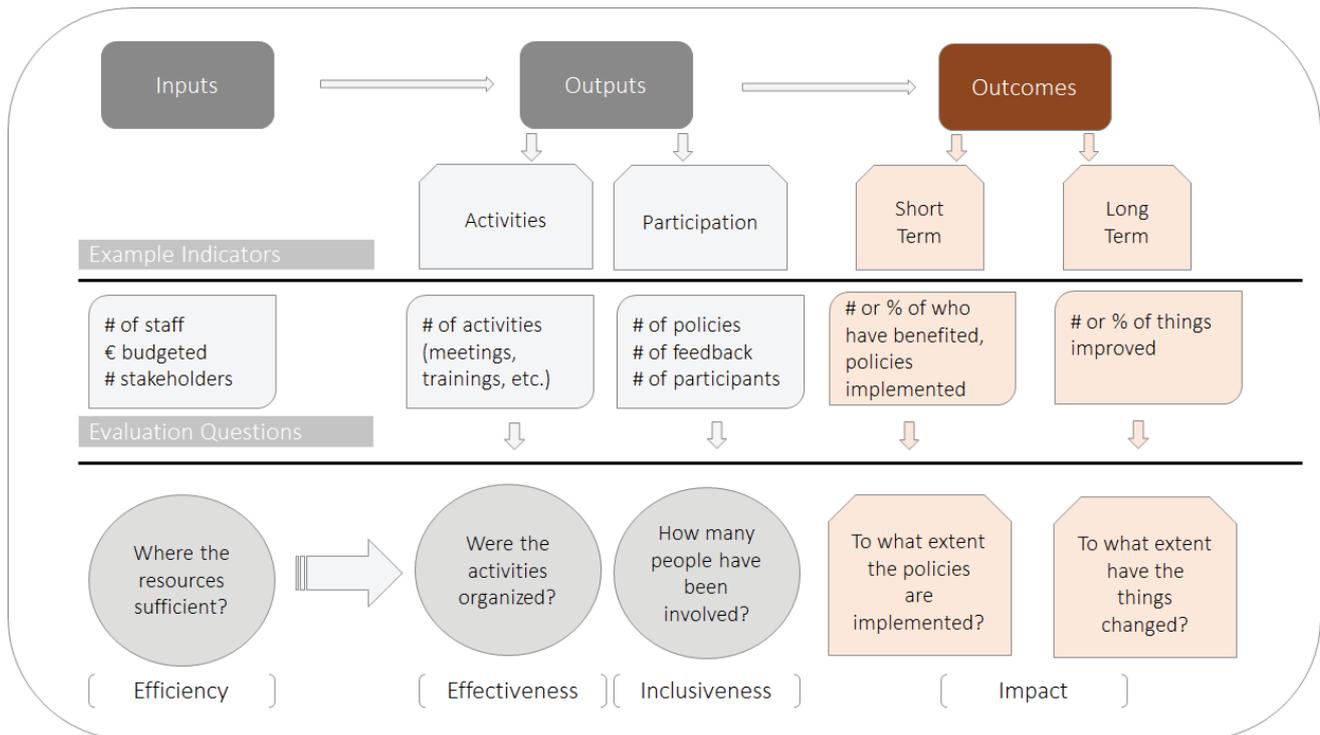
Appendix 3 Institutional Set-Up

In the figure presented below, the institutional set-up for the implementation of the Strategy is illustrated. The two main institutions responsible for monitoring, evaluating and reporting on the implementation of the Strategy are the Council and its Secretariat. The Council – besides monitoring, M&E – it can also initiate and implement measures for a more successful application of the Strategy and policies in practice channelled through its members and “Council Working Groups” designed for each strategic objective. The OGG’s role as the Secretariat is administrative, to proactively assess the objectives and activities of the Strategy and determine if the deliveries, outputs, and schedules planned have been fulfilled so that preventive actions can be taken to correct deficiencies. OGG / OPM also plays the roles of council’ secretariat and working teams.



Appendix 4 Defining Measurement Indicators

The “performance-based indicators” have been set in the *Monitoring and Reporting Matrix*. The main indicators are divided between output and outcomes. Outputs are measured based on activities organized and participation reached. They depict the level of effectiveness and inclusiveness achieved as part of internal and ongoing assessment. *Outcomes* are measured based on impact achieved as part of an external assessment which will be conducted in periodic bases. But as the following table indicates, outputs and outcomes will be attainable only with sufficient input guaranteed by the Government of Kosovo, in investing additional financial and human resources (budget and staff) and greater involvement of stakeholders, i.e. Council members coming from the public institutions and civil society sector.



Appendix 5 Key terms

Civil society

Civil society refers to all forms of social action (registered or non-formal) carried out by individuals or groups who are neither connected to, nor managed by, the State.

CSO or NGO

In general terms, civil society organization (CSOs) is an organizational structure whose members serve the general interest through a democratic process, and which plays the role of mediator between public authorities and citizens. In Kosovo legislation, NGO is defined as "association or foundation established in the country to accomplish the purpose based on the law, either for public benefit or mutual interest".

Economic activity

Economic activities are any permanent or temporary for-profit or income generation activity by a CSO and does not as such differ in its realization from the for-profit or private sector activity. The distinction is made in the purpose for which the economic activity is being performed and for what the generated income is to be used. While in case of for-profit operators the income generated is usually distributed between its owners, shareholders and/or staff, in CSOs the income-generated can only be used for the needs of the CSOs and its ongoing activities in line with its mission defined in its Statute, i.e. non-profit.

Philanthropy

Philanthropy is an idea, event, or action that is done to better humanity and usually involves some sacrifice as opposed to being done for a profit motive. Acts of philanthropy can include donating money to a person or organization, volunteering ones' time and skills, or raising money to donate to a particular cause. Individual philanthropy refers to an act of philanthropy performed by an individual person, while corporate philanthropy refers to any such act performed by private business or company.

Public consultation

Public consultation process takes place when the participation of interested parties and the public in the decision-making process of public bodies is made, upon the announcement by the responsible public body.

Public funding

Public funding includes state budgetary financing from both central-level (ministries, agencies etc.) and local level institutions (municipalities, regions etc.).

Public service

Public service is a service, which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services by businesses or CSOs. Such services can include a wide range of activities from conducting studies, training as well as specific set of continued activities in the social domain, known as social services. Social services are type of public service intended to address a situation or provide services to a particular community (e.g. rural areas) or specify group within a society (e.g. marginalized, impaired or disabled) through a set of services or support measures to help the community or a specific group build stronger communities, and promote equality and opportunity for integration and inclusion. Social services can include the benefits and facilities such as education, food subsidies, health care, police, fire service, job training and subsidized housing, adoption, community management, policy research, and lobbying.

Tax benefits

A tax benefit is an allowable (% or fixed amount) deduction or credit on a tax return intended to reduce tax burden of individual citizens or business, while typically supporting certain types of commercial or non-profit activity. A tax benefit allows some type of adjustment benefiting a taxpayer's tax liability. In the context of philanthropy and in relation to tax incentives, this usually relates to a % of tax or amount for which the tax is deducted for individual or business when donating to a CSO or to specific activities being performed for non-profit.

Volunteering

Volunteering is an altruistic activity where an individual or group provides services for no financial or social gain to benefit another individual, group or an organization. Volunteering may have positive benefits for the volunteer as well as for the person or community it serves. It is also intended to make contacts for possible employment. Many volunteers are specifically trained in the areas they work, such as medicine, education, or emergency rescue. Others serve on an ad-hoc basis, such as in response to a natural disaster or emergency need.

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